

SYNTHESIS



*Identifying Opportunities
to Create Value*



VENTURE DESIGN
TOOLKIT

IDEO



Helps you answer:

What patterns and themes are we seeing across peoples' needs? /

Where are there opportunities to create value?



SYNTHESIS HELPS YOU UNCOVER VALUE

Synthesis is how we make meaning from observation and empathy activities, so we can *uncover opportunities* to *create new value* for people.

It's hard to learn without going through it - but we'll give you an outline to start.



TYPICALLY, SYNTHESIS HAS THE GREATEST IMPACT WHEN YOU...

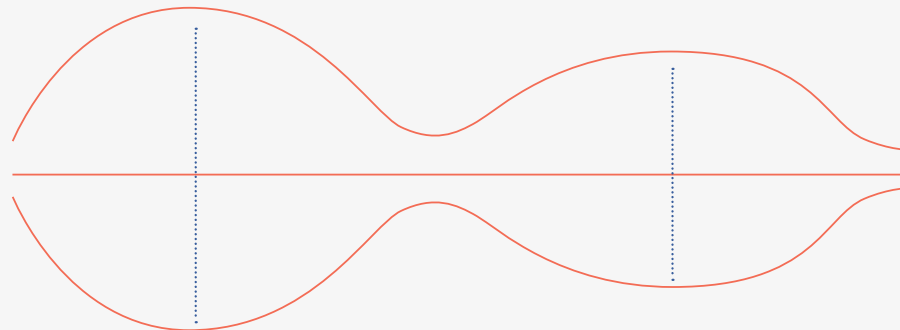
- Have done some observation and empathy activities (*[See Understanding People](#)*)
- Are zooming out, asking big-picture questions
- Want to identify markets and opportunities
- Are early in your process
- See more questions than answers in your *[Venture Story](#)* *[Madlib](#)*
- Are exploring broad questions vs. evaluating ideas



SYNTHESIS HELPS YOU ANSWER QUESTIONS

that are *broader and more exploratory*, when your unknowns are greater (*typically-but not always-earlier in the process*).

Exploratory



SYNTHESIS HELPS WITH QUESTIONS LIKE:

- What do people need [in a particular area of their lives] that we could address?
- Is anyone meeting those needs today? What / who are we competing with?
- What are our potential customers' attitudes, beliefs, behaviors?
- What is the best group of customers to start with?



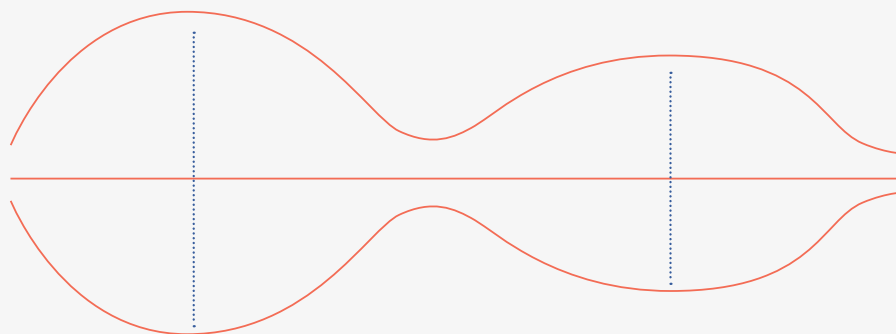
SYNTHESIS HELPS YOU ANSWER QUESTIONS

that are *broader and more exploratory*, when your unknowns are greater (*typically-but not always-earlier in the process*).

When your questions are *more specific and evaluative*, you should be well into prototyping and building evidence.

Exploratory

Evaluative



SYNTHESIS HELPS WITH QUESTIONS LIKE:

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NOT LIKE:

- Which of our product's features are most important?
- How should we talk about your promise?
- What are people willing to pay for our service?



SYNTHESIS IS A 4-STEP PROCESS

1

DEBRIEF &
COLLECT INPUTS

2

MAKE CLUSTERS
& THEMES

3

FIND
OPPORTUNITIES

4

PRIORITIZE
OPPORTUNITIES

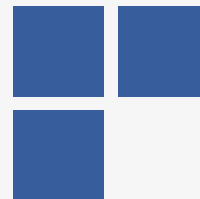
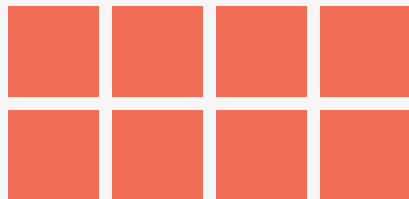


DEBRIEF & COLLECT INPUTS

Debrief your inputs from *observation and empathy* activities by getting them on Post-Its on a wall. Include *all* types of inputs, from potential customer interviews to analogies and competitive research.

USE YOUR INTUITION

What stood out or intrigued you?
Focus on: *memorable stories, quotes, behaviors, strong opinions & mindsets, what surprised you*



EXAMPLE: PILLPACK



"I love target because the pharmacist knows me and my boys by name."

PEOPLE

Supplements, Rx meds, OTCs in basket in pantry, kids know their color, help themselves

PEOPLE

Dollar shave club for husband: "Puts something monotonous on autopilot"

ANALOGIES

Multicolored nail polish + decorative pillbox are part of her style!

PEOPLE

Uses Express Scripts, gets all meds by mail in 90-day supply

COMPETITION



MAKE CLUSTERS & THEMES

Now **sort, group, and cluster** your Post-Its. Themes will begin to emerge from clusters of related observations and information.

What did people mention often?
What do they do in other parts of their lives that is helpful?

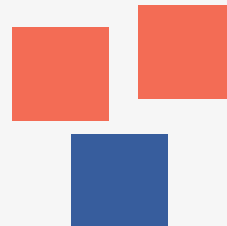
RELATIONSHIP W/PHARMACIST

Critical For Trust!



PERSONALIZATION

Storing & Transporting



REMINDERS

*Tracking, Help
Taking Meds On Time*



SYNTHESIS IN PROGRESS: CLUSTERING & BUILDING THEMES





FIND OPPORTUNITIES

Find opportunities in the clusters. These are places you see great potential to create value for people, considering what you have learned about their needs, your competition - everything you've observed.



OPPORTUNITY AREAS FROM THIS CLUSTER OF OBSERVATIONS COULD BE...

- Make Pharmacists more accessible
- Bring pharmacists to life (personalities, skills, knowledge)
- create personal touches reminiscent of the old-school, neighborhood pharmacy
- ...

*An **opportunity area** is not a solution - it's a jumping-off point for many solutions and possibilities.*

SYNTHESIS IN PROGRESS: OPPORTUNITY AREAS

CONFIDENCE MEETS (AM, AND TAKES)

CONFIDENCE PARAMOUNT. (THEY COME)

SHOW ME THE WAY, BUT DON'T HOLD MY HAND. HELP GUIDE ME BUT LET ME MAKE MY OWN CHOICES.

COMMUNICATE ON THEIR TERMS WITH NO CHANGE

MEET EMOTIONALLY WHERE THEY ARE

I'M CONFIDENT THAT MY INFO/EXPERIENCE IS PRIVATE

MAKE ME FEEL SMART

TRANSPARENCY

SIMPLIFICATION

PRIVACY

CONVENIENCE MEETS ME WHEN AND WHERE I AM.

CONVENIENCE

TIME LOCATION NEXT PERSONALITY

SUPPORT ADVANCE ALL AROUND THE LOOP.

Prioritized _____, _____, _____, _____, _____

ADJUNCTIVE (WORDS)

Personalized is as EVERY APPROPRIATE STEP

Personalized over Personal
↳ means paired w/ pharmacist that understands your specific concerns

WE ARE REAL PHARMACISTS
When you know us, you get it. First, in a human way. WE ARE BETTER THAN YOU GET.

HUMAN SERVICE
ACCURATE
EFFICIENT
PROFESSIONAL - PHARMACIST

"A PHARMACIST FIRM"
DESIGNED SYSTEM
PHARMACY SUPPORTED SERVICES

ENCOURAGING VISIBILITY & BUILDING VALUE IN THE NETWORK

EVERY CONVERSATION TOUCH POINT ENHANCES TRUST & DELIGHT

TO SERVICE AND SYSTEM
SHOULD FEEL AS THOUGH IT WAS DESIGNED BY AND IS SUPPORTED BY A PROF. PHARMACIST.

REBUILDING THE RELATIONSHIP

COORDINATING CONCURRENT HOLISTIC SYSTEM.

AND INCLUDES THE DOCTOR IN THE SYSTEM.

EVERY PIECE OF OUR PRODUCT/SERVICE IS A PART OF A SYSTEM, OURS, SUPPLY CHAIN, AND OUR CUSTOMERS! IT ALL FITS.

WE'VE THOUGHT THRU YOUR SYSTEM

SYSTEMIC GENUINER EXPERIENCES
FROM DIGITAL TO PHYSICAL & BEYOND TO WHOLE PERSON

Integrated (one by one)

INTERNAL & EXTERNAL (MAIL, ACUTE MED PRACT)

ACCURACY
SOME

SHOW US TELL
- PRINCIPLES & BEYOND COMMUNICATION

Pharma Hierarchy of Need Fulfillment

TRUST AS TRUE RATHER THAN PRINCIPLE

• FEEL CONFIDENT IN YOUR CONDITION
• CONFIDANT IN US AS AN ALLY

Confidence

Confidence means me how (emotionally) I am, and takes me higher

Confidence is

- generous
- visible and control
- guiding me and showing me the way but not holding my hand
- communication on my terms
- knowing my experience and information is provide
- building me up

Convenience

Convenience means me when and where I am

Integrated System

We are real Pharmacists / Pharmacists first

When you need us, we are accessible, fast and always deliver with a human touch

Access to professional is

- accurate
- trustworthy
- consistent with a larger health alliance. Justus leads me
- back by years of experience
- humans, real people
- double double

TRUST pharmacy

WE AREN'T JUST PULPCKERS

ROMANTIC NOTION OF A LOCAL PHARMACY/IST - BEHAVIOURS

WE ARE PROOF. BUT WE ARE FEWIE TOO...

MODERN ALTERNATIVE?

DESIGN BY DEGRADATION

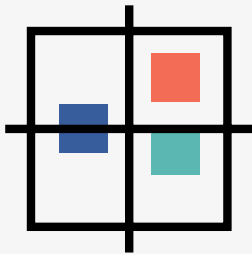
Assign - 2 people - SPECIAL ALIGNMENT



FIND OPPORTUNITIES

Sometimes opportunities show themselves. Other times, frameworks can help you discover opportunities.

Frameworks are visual tools that **help organize and represent** your inputs in ways that could reveal opportunities.



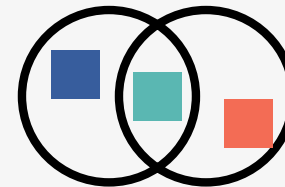
2-BY-2

Helps categorize things that can be reduced to two simple (but big) variables, such as behaviors or attributes.



JOURNEY

Shows moments of an experience over time, from the perspective of the customer.



VENN DIAGRAM

Expresses relationships and overlaps.



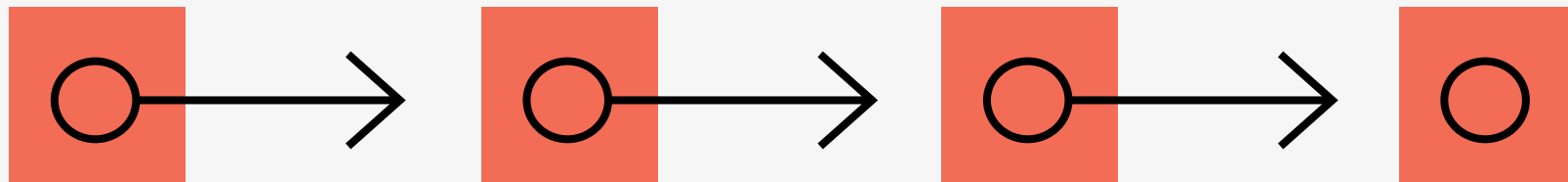
FIND OPPORTUNITIES

EXAMPLE:

PILLPACK SIGN-UP JOURNEY



Exploring where the relationship with the pharmacist could show up for a customer:



CONSIDERS SIGN-UP

Check out website, read about pharmacy team credentials; Call and speak with someone

SELECTS PHARMACIST

Choose a pharmacist with expertise in your conditions or based on other preferences

1ST SHIPMENT

Receive welcome letter from your pharmacist, handwritten note with first package

COMMUNICATION

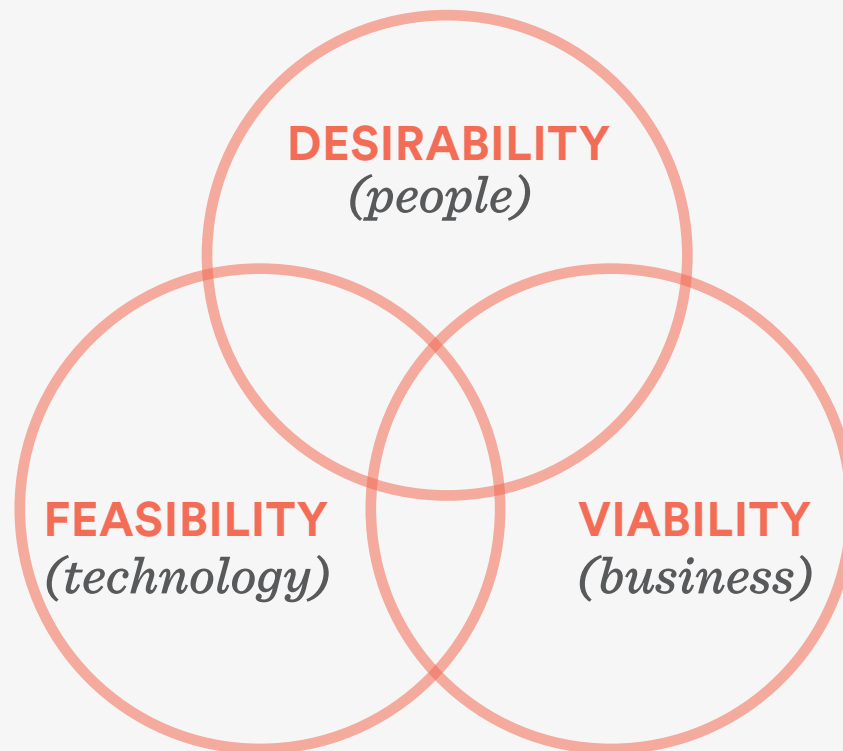
Get texts, emails from him/ her with reminders, information, etc.



PRIORITIZE OPPORTUNITIES

Assess opportunities from the lenses of **desirability**, **feasibility** and **viability**.

Which opportunities have the biggest impact across these areas?





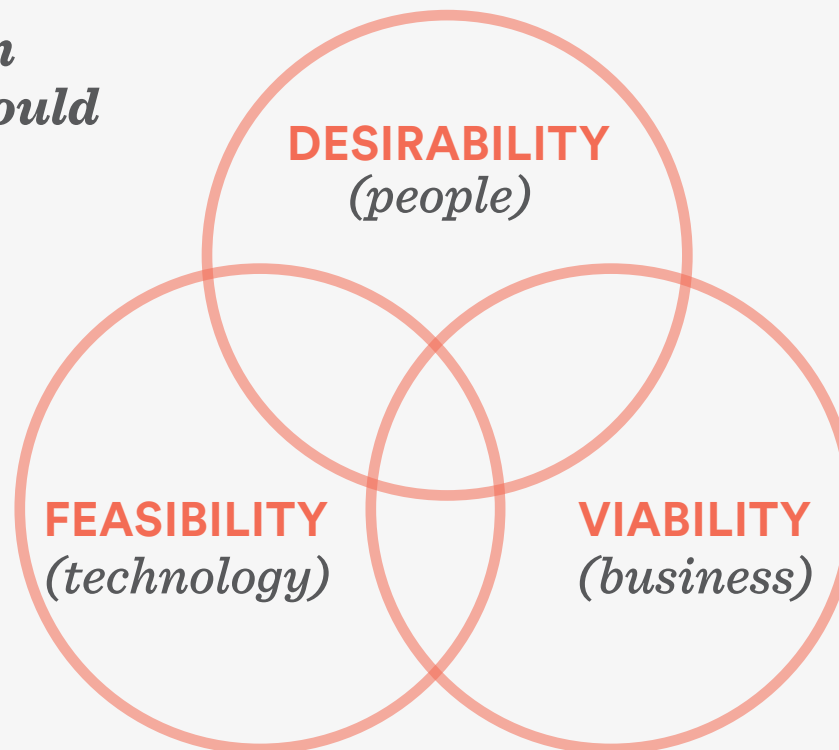
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Evaluating what an opportunity area could look like...

- *must deal with constraints around accurately packing meds*



- *reduces anxiety around a big problem*
- *increases sense of control for customers and their caregivers*
- *easy to use without extra work of current systems (pillboxes)*
- *helps people stick to medications*
- *renew prescriptions (more recurring revenue)*



LET'S DO!

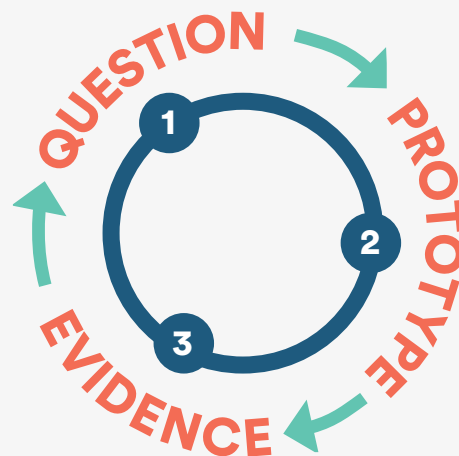
Now that you've learned more, take a shot at answering these questions:

What patterns and themes are we seeing across peoples' needs? /

Where are there opportunities to create value?

**FOR QUESTIONS YOU STILL NEED
TO ANSWER OR ASSUMPTIONS YOU
NEED TO PROVE,**

- What will you make / prototype?
- What evidence can you get?





WHAT'S NEXT?

DO

4-STEP SYNTHESIS GUIDE

How can you make sense of what you observed to uncover design opportunities?

BRAINSTORM SESSION

What ideas can you generate around the themes and opportunities you identify in synthesis?

CUSTOMER STORY

How can telling stories about the people you've met surface needs you can design for?

LEARN

YOUR PROMISE COMMUNICATING YOUR VENTURE'S VALUE

What new value could you bring to people you've met?

GENERATING IDEAS

After identifying patterns, themes and opportunities for your design, how can you brainstorm solutions?

Other Resources

 [ARTICLE / VIDEO](#)

DOWNLOADING YOUR LEARNINGS

BY IDEO.ORG

Hints and a video helping you download research as a team.